

County of Los Angeles CHIEF EXECUTIVE OFFICE

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Fifth District

June 13, 2008

To:

Supervisor Yvonne B. Burke, Chair

Supervisor Gloria Molina Supervisor Zev Yaroslavsky

Supervisor Don Knabe

Supervisor Michael D. Antonovich

From:

William T Fuijoka

Chief Executive Officer

SNAPSHOT OF BUDGETED VACANT POSITIONS WITHIN THE DEPARTMENT OF **HEALTH SERVICES**

On April 22, 2008, your Board requested a report back on the status of the three-year snapshot of the budgeted vacant positions within the Department of Health Services (DHS), particularly those that have gone unfilled for that period of time, for Budget Deliberations scheduled for mid-June 2008. Subsequently, on May 6, 2008, on motion by Supervisor Knabe, your Board instructed DHS and the Chief Executive Office (CEO) to report back to your Board with a snapshot from 2003-04 through 2007-08 of the unfilled budgeted vacancies for which the Department is given annual appropriation; and the average actual Full-Time Equivalents (FTE), and budgeted FTE's for each hospital and Multi-Service Ambulatory Care Center (MACC). Further, during the Board discussion, there was a request to provide information on the number of employees out on long-term leave. This memorandum provides the report in response to those requests.

Attachment I provides the budgeted positions, actual positions, and funded vacancies for 2003-04 through 2007-08. Calculating the funded vacancies is intended to address the number of unfilled budgeted vacancies for which the Department is given annual appropriation. This is calculated by taking the amount of surplus salary funding each facility had at year-end and dividing it by an average salary for positions at these facilities. The variance between budgeted position and actual positions shows a high rate of vacancies that is greatly reduced when looking only at funded vacancies. For instance, 2007-08 shows total vacancies of 2,645 compared to funded vacancies of 596.

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In looking at the funded vacancies over the period 2003-04 through 2007-08, they have decreased from 1,221 in 2003-04 to 596 for 2007-08, which reflects a reduction of 51 percent. During the annual budget process, a salary savings adjustment is prepared that reduces the Department's salary funding to the level projected as their need. As a result, the savings from these vacancies have already been reflected in the DHS budget. The DHS budget, therefore, includes positions that are not funded, but are retained in the budget to allow the Department flexibility in hiring the appropriate positions to meet their workload needs. It may be possible, given the gap between the number of vacancies and funded vacancies, for these positions to be looked at and deleted from the budget if they are not needed. The CEO initiated this process with DHS during the 2008-09 Proposed Budget and this process will continue in future budget phases.

Attachment I shows that for 2007-08, DHS estimates 596 funded vacancies, which reflects an overall vacancy factor of 2.9 percent when compared to budgeted positions. The information below provides additional information about estimated funded vacancies for 2007-08:

- LAC+USC Healthcare Network (LAC+USC) estimates 212 funded vacancies, which reflect a 2.4 percent vacancy factor when compared to budgeted positions. These vacancies are primarily located at the hospital and will be addressed in the staffing plan DHS is working on for the replacement hospital scheduled to open this fall. Additionally, many of these vacancies are currently being filled with various registry employees.
- Coastal Network estimates 146 funded vacancies, which reflect a 3.7 percent vacancy factor when compared to budgeted positions. Most of these vacancies are currently being filled with various registry employees.
- Southwest Network has a projected deficit in salary funding, which is equivalent
 to a shortfall of 180 funded positions. This is the result of adjustments made to
 MLK to convert it from a hospital to a MACC. When this was done, due to the
 need for expediency, the various salary and employee benefit categories were
 not fully aligned to the correct categories. As a result, there is sufficient surplus
 funding within the Southwest Network to cover this shortfall.
- Rancho estimates 205 funded vacancies, which reflects a 12.6 percent vacancy factor when compared to budgeted positions. The vacancies are primarily the result of continuing efforts to staff beds added to Rancho related to the MetroCare implementation in 2007-08. Of the 72 beds that were added, Rancho is aggressively working to staff 42 of those beds and the remaining 30 beds (representing 94.0 positions) will remain vacant at the present time, because of the Board approved proposal to address needs in the Harbor/UCLA Emergency Department.

- ValleyCare Network estimates 100 funded vacancies, which reflect a 3.4 percent vacancy factor when compared to budgeted positions. Of these vacancies, 74 are at the High Desert MACC, a vacancy factor of 17.5 percent for the MACC. DHS is planning to address this vacancy percentage based on a consultant's study that proposes the right staffing level for the workload. Other vacancies are also currently being filled with various registry employees.
- Health Services Administration (HSA) has a projected deficit in salary funding, which is equivalent to a shortfall of one funded position. There is sufficient surplus funding within HSA to cover this shortfall.
- Office of Managed Care (OMC) estimates 85 funded vacancies, which reflect a 32.6 percent vacancy factor when compared to budgeted positions. These positions are 100 percent revenue offset and the vacancies are primarily due to positions that were added to the 2007-08 budget that have yet to be filled. CEO Classification is currently working with OMC to review these positions for allocation and OMC will move forward on filling these positions once that process is complete.
- Juvenile Court Health Services (JCHS) estimates 28 funded vacancies, which reflect an 11.2 percent vacancy factor when compared to budgeted positions, primarily related to vacant nursing positions that are currently being filled using nursing registry employees.

As noted in the last column on the attachment, there are a number of employees on long-term leave (employees out of work for more than 90 days). The CEO will be working with DHS to help these employees return to work or to find other ways to address each individual's situation.

Also included is Attachment II, which was previously requested separately by your offices. It reflects actual workload and FTE's for 2003-04 through 2006-07 and estimated workload and FTE's as of December 2007 for 2007-08.

If you have any questions or need additional information, please contact me or your staff may contact Mason Matthews at (213) 974-2395.

Attachments (2)

c: Executive Officer, Board of Supervisors Interim Director, Department of Health Services

LOS ANGELES COUNTY - DEPARTMENT OF HEALTH SERVICES FULL-TIME EQUIVALENTS (FTES) * FISCAL YEARS 2003-04 THROUGH 2007-08 BUDGET VS. ACTUALS

	FY 2007-08 Long-Term Leave ⁽⁶⁾			177.0	17.0	194.0	42.0	2.0	44.0	8.0		22.0	31.0	•		15.0		630		354.0		83.0	1.0	8.0	92.0		446.0
	Funded Vacant FTEs (3)			207.3	4.8	212.1	103.2	43.2	146.4	(202.9)	23.0	(179.9)	204.5	(1.6)	38.8	74.3	(11.1)	1001		483.6		(0.5)	85.1	27.6	112.2		595.8
-08	Variance			1,146.2	92.3	1,238.5	103.2	44.9	148.1	131.8	114.9	246.7	332.8	9.09	43.5	743	2 2	2003	2007	2,166.4		348.4	100.1	30.5	479.0		2,645.4
FY 2007-08	Feb F-Y-E ^(1, 4)			6,745.5	723.0	7,468.5	3,586.8	178.1	3,764.9	767.2	305.1	1,072.3	1,294.2	2,023.7	273.0	349.2	117.8	2 757 7	2,101.2	16,357.6		1,185.6	160.9	215.5	1,562.0		17,919.6
	Budgeted FTEs (1)			7,891.7	815.3	8,707.0	3,690.0	223.0	3,913.0	899.0	420.0	1,319.0	1,627.0	2,084.3	316.5	123.5	133.7	0.000	7,936.0	18,524.0		1,534.0	261.0	246.0	2,041.0		20,565.0
	Funded Vacant FTEs (3)			(41.6)	(6.1)	(43.5)	(97.3)	13.3	(84.0)	666.2	18.5	684.8	9.6	(128.6)	2.7	44.5	800	(0.00)	(35.5)	474.7		19.6	22.9	24.4	6.99		541.6
-07	Variance			1,251.1	59.7	1,310.8	(86.2)	27.9	(58.3)	1,602.2	100.7	1,702.9	105.4	89.2	2.7	444	1 4	200	7.0	3,212.5		332.2	36.8	42.2	411.2		3,623.7
FY 2006-07	Actual FTEs (2)	1		6,501.1	716.3	7,217.4	3,396.9	174.0	3,570.9	1,602.2	278.5	1,880.7	1,216.7	1.985.4	262.6	0 460	4 4 5 6	13.0	2,712.8	16,598.5		1,169.0	167.2	203.5	1,539.7		18,138.2
	Budgeted ETFc (1)	2		7,752.2	776.0	8,528.2	3.310.7	201.9	3,512.6	3,204.4	379.2	3,583.6	1,322.1	2 074 6	2653	0 00	390.0	2.50	2,864.5	19,811.0		1,501.2	204.0	245.7	1,950.9		21,761.9
	Funded Vacant			107.1	64.7	171.7	68	25.6	21.7	21.4	36.7	58.2	251.4	(47.5)	5	Ė	5.76 E 00	(20.7)	(35.0)	468.0		147.3	12.1	37.0	196.4		664.4
90-	o de check			973,5	73.5	1,047.0	60	38.4	34.5	686.3	90.3	776.6	251.4	26.1	. (2)	Ė,	4.55	18.9	φ. 6.	2,203.8		339.6	32.5	52.4	424.5		2,628.3
FY 2005-06	Actual	ű		6.198.1	698.5	6,896.6	3 185 G	163.5	3,349.1	2.221.0	251.3	2,472.3	1,155.3	1 850 5	267.4	4.102	325.9	115.4	2,568.2	16,441.5		1,184.2	158.5	193.3	1,536.0		17,977.5
	Budgeted	ESS .		7.171.6	772.0	7,943.6	3 181 7	201.9	3,383.6	2.907.3	341.6	3,248.9	1,406.7	1 005 5	0.000,0	702.5	3/8.3	134.3	2,662.5	18,645.3		1,523.8	191.0	245.7	1,960,5		20,605.8
	Funded Vacant	FIES		2 201	44.1	146.4	8 97	10.6	57.5	76.8	(38.8)	37.9	189.5	60 4)	(03.1)	4.	2.8	31.3	(4.7)	386.6		141.7	35.3	17.0	193.9		580.5
50		Variance		0 700	83.3	1,078.2	44.0	30.0	107.0	5623	84.3	646.6	189.5	1	9.70	6.4	41.0	41.2	144.0	2,165.3		299.8	35.3	17.0	352.0		2,517.4
FY 2004-05		FTES "		6 111 7	681.7	6,793.4	1	3,004.7	3,167.6	2 340 8	257.3	2,598.1	1,217.2	, ,	1,800.1	736.0	346.8	81.6	2,484.6	16,260.9		1,161.0	155.7	174.8	1 491 5		17,752.4
	Budgeted	FIES :		7 106 6	765.0	7,871.6	7	3,001.7	3,274.6	2 003 1	341.6	3,244.7	1,406.7		1,857.7	260.3	387.8	122.8	2,628.6	18,426.2		1,460.8	191.0	191.7	1 843 5	200	20,269.7
	Funded	FTES		0 803	(12.9)	580.1	0	190.2 4.86	206.8	803	(65.8)	16.5	199.0	Ī	87.0	(0.9)	4.6	10.8	101.5	1,103.9		85.8	9.0	30.6	116.0	2	1,220.8
75		Variance		0433	0.04 0.04 0.04	1,019.1	9	27.1	217.3		94.0	496.4	211.3		132.2	(0.9)	53.3	34.5	219.1	2,163.2		168.1	4.3	36.1	4 800	2002	2,371.7
FY 2003-04	Actual			0 110	0,110.0	6,815.5		2,8/4.5	3,040,3	7 7 2 2 7	251.6	2,704.3	1,199.4		1,728.5	259.2	328.0	88.3	2,404.0	16,163.5		1,100.0	7.66	156.3	0 920	0.000,	17,519.5
		FTEs (1)		200	6,00,7	7,834.6		3,064.7	3,257.6	000	245.6	3,200.7	1,410.7		1,860.7	258.3	381.3	122.8	2,623.1	18,326.7		1,268.1	104.0	192.4	2 504 5	0.00	19,891.2
	•	DEPARTMENT	ENTERPRISE FUNDS	9	LAC+USC	LAC+USC NETWORK:		H/UCLA	COASTAL NETWORK:	<u> </u>	MLK Sia Cuotaots	SOUTHWEST NETWORK:	RLANRC		OV/UCLA	SFV CHC/HC'S	HDHS (*)	AVHCs (4)	VALLEYCARE NETWORK:	TOTAL ENTERPRISE FUNDS	GENERAL FUNDS	HSA	OMC	JCHS		GENERAL FUNDS TOTAL:	GRAND TOTAL

Department of Public Health (DPH) was separated from the Department of Health Services beginning in FY 2006-07. For comparison purposes, this schedule excludes the DPH (PH, OAPP, A&D, CMS, and AVRC) from FY's 2003-04 through 2005-05.
 Actual FTEs reflect gross FTEs based on the First Budget (Supplemental) for each fiscal year.
 Actual FTE count is based on June FTEs, obtained from CAPS Report 5 - Enhanced FTE Position Status Report by Natural Class. Includes no counts, permanent, and temporary employees.
 Funded FTEs reflects the variable salary funding (surplus or deficit) at the end of each fixtual year (FY) CVD, do Reflects supplied as of ending the probability of the probab

DEPARTMENT OF HEALTH SERVICES WORKLOAD STATISTICS FISCAL YEARS 2003-04 THROUGH 2007-08

	Actual 2003-04 (1)	Actual 2004-05 (1)	Actual 2005-06 ⁽¹⁾	Actual 2006-07 (1) (2)	FYE 2007-08 (3)(4 (6)
Admissions					
LAC+USC	37,922	36,834	36,643	37,515	38,674
H/UCLA	21,591	20,798	21,208	21,649	21,646
MĻK	11,310	10,460	11,114	6,148	487
RLANRC	2,357	2,332	2,228	2,232	2,534
OV/UCLA	12,309	12,781	13,181	13,630	14,503
HDHS					
Total Admissions	85,489	83,205	84,374	81,174	77,844
Discharges	00.070	00.074	00.107	00.070	10.004
LAC+USC	39,673	38,971	38,187	39,070	40,224
H/UCLA	22,473	21,836	22,252	22,750	22,778
MLK	11,328	10,477	11,115	6,287	526
RLANRC	2,388	2,342	2,231	2,239	2,486
OV/UCLA	13,209	13,662	14,197	14,700	15,792
HDHS			97.000	05.040	
Total Discharges	89,071	87,288	87,982	85,046	81,806
Patient Days					
ĻAC+USC	259,128	247,835	236,520	229,220	221,796
H/UCLA	121,512	119,720	124,100	129,210	133,590
MLK	74,664	64,970	63,510	37,595	1,830
RLANRC	55,632	52,560	49,640	49,640	63,684
OV/UCLA	62,952	64,605	71,175	70,810	71,736
HDHS	366		<u></u> -		
Total Patient Days	574,254	549,690	544,945	516,475	492,636
Average Daily Census					
LAC+USC	708	679	648	628	606
H/UCLA	332	328	340	354	365
MLK	204	178	174	103	5
RLANRC	152	144	136	136	174
OV/UCLA	172	177	195	194	196
HDHS	1				
Total Average Daily Census	1,569	1,506	1,493	1,415	1,346
Average Length of Stay					
LAC+USC	6.5	6.4	6.2	5.9	5.5
H/UCLA	5.4	5.5	5,6	5.7	5.9
MLK	6.6	6.2	5.7	6.0	3.5
RLANRC	23.3	22.4	22.3	22.2	25.6
OV/UCLA	4.8	4.7	5.0	4.8	4.5
HDHS Total Average Length of Stay	6.4	6.3	6.2	6.1	6.0
Hospital Births LAC+USC	1,440	1,449	1,479	1,551	1,534
H/UCLA	963	1,038	1,047	1,146	1,133
MLK	673	592	512	405	33
OV/UCLA	899	932	1.019	1.085	1,129
Total Hospital Births	3,975	4,011	4,057	4,187	3,829
Environmental Health Inspection					
PHS ⁽⁵⁾	050 550	007.000	040.070	NIZA	NI/A
PHS (**)	356,558	367,836	349,272	N/A	N/A
JCHS Visits	277,473	271,627	267,572	258,673	256,666
Office of Ambulatory Care					
Public/Private Partnership Visits	565,122	573,606	567,040	599,361	577,961
General Relief Visits	18,135	5,145	<u></u> '		·
Total P/PP and GR	583,257	578,751	567,040	599,361	577,961
TOTAL F/FF AIRU GR	505,257	310,131	307,040	399,301	377,001

DEPARTMENT OF HEALTH SERVICES WORKLOAD STATISTICS FISCAL YEARS 2003-04 THROUGH 2007-08

	Actual 2003-04 (1)	Actual 2004-05 (1)	Actual 2005-06 (1)	Actual 2006-07 (1)	FYE 2007-08 (3)(4) (6)
Emergency Dept (ED) Visits					
LAC+USC	138,462	143,950	153,561	136,838	133,622
H/UCLA	73,951	68,681	62,338	59,005	57,247
MLK	45,258	34,200	42,612	48,639	3,583
OV/UCLA .	44,507	44,269	42,080	38,578	41,078
Total ED Visits	302,178	291,100	300,591	283,060	235,530
ED Psychiatric Visits				7.000	
LAC+USC	8,967	7,919	7,926	7,903	8,206
H/UCLA	6,997	7,729	7,785	8,445	8,111 0
MLK	3,989	4,813	4,442 4,288	1,817 4,219	4,157
OV/UCLA Total ED Psychiatric Visits	4,067 24,020	3,940 24,401	24,441	22,384	20,474
Ambulatory Care Hospital Outpatient Vi	sits				
LAC+USC	521,880	530,947	562,344	580,501	577,210
H/UCLA	274,771	276,891	285,143	289,441	291,929
MLK	164,314	147,250	163,991	138,204	<u></u>
RLANRC	53,038	57,402	59,369	58,960	59,770
OV/UCLA	181,643	185,710	197,645	200,721	199,349
HDHS	<u>.</u>		<u></u> ′	<u></u> '	 ':
Total Hospital O/P Visits	1,195,646	1,198,200	1,268,492	1,267,827	1,128,258
MACC/CHC's/HC's Ambulatory Care Vis	sits				
MACC					
MLK					132,788
HDHS	60,295	69,623	78,877	83,798	79,719
Total MACC	60,295	69,623	78,877	83,798	212,507
CHC's				044.450	000.040
LAC+USC Healthcare Network	365,648	346,297	331,079	314,156	300,816
Coastal Network	70,608	71,756	73,145	71,746	70,544
Southwest Network	175,007	108,561	104,292	99,816	103,564
Valley Care Network - SFV	68,744	70,904	69,394	69,675	71,363
Valley Care Network - AV Total CHC's	680,007	597,518	577,910	555,393	546,287
		,			
HC's	0.200	0.260	0.075	7,897	7,447
LAC+USC Healthcare Network	9,388	9,269	9,075	31,727	32,805
Coastal Network	37,181	37,401	34,587 9,907	9,299	9,168
Southwest Network Valley Care Network - SFV	9,725	9,264 42,003	41,363	40,384	41,231
•	40,143 61,617	66,082	69,532	70,016	70,454
Valley Care Network - AV Total HC's	158,054	164,019	164,464	159,323	161,105
Total MACC/CHC's/HC's					
LAC+USC Healthcare Network	375,036	355,566	340,154	322,053	308,263
Coastal Network	107,789	109,157	107,732	103,473	103,349
		117,825	114,199	109,115	245,520
Southwest Network	184,732		110,757	110,059	112,594
Valley Care Network - SFV	108,887	112,907	148,409	153,814	150,173
Valley Care Network - AV Total MACC/CHC's/HC's	121,912 898,356	135,705 831,160	821,251	798,514	919,899
CHC/HC Public Health Visits					
	16 656	14 760	14.053	11,147	12,091
LAC+USC Healthcare Network	16,656	14,769	14,053	•	
Coastal Network	1,515	1,175	1,126	934	966
Southwest Network				07.1	 4 457
Valley Care Network - SFV	5,973	3,728	3,042	374	1,157
Public Health ⁽⁵⁾	345,231	398,702	353,295	N/A	N/A
Total Public Health Visits	369,375	418,374	371,516	12,455	14,214

<u>DEPARTMENT OF HEALTH SERVICES</u> <u>WORKLOAD STATISTICS</u> FISCAL YEARS 2003-04 THROUGH 2007-08

	Actual 2003-04 (1)	Actual 2004-05 (1)	Actual 2005-06 (1)	Actual 2006-07 (1)	FYE 2007-08 (3)(4) (6)
Full Time Equivalents (FTE's)			•	(2)	. (0)
LAC+USC Healthcare Network					
LAC+USC	6,118.8	6,111.7	6,170.5	6,501.1	6,793.4
CHC/HC's	696.9	681.7	698.0	716.3	726.0
Total LAC+USC Network	6,815.7	6,793.4	6,868.5	7,217.4	7,519.4
Coastal Network					
H/UCLA	2,874.5	3,004.7	3,166.9	3,396.9	3,607.2
CHC/HC's	165.8	162.9	159.2	174.0	178.3
Total Coastal Network	3,040.3	3,167.6	3,326.1	3,570.9	3,785.5
Southwest Network					
MLK	2,452.7	2,340.8	2,204.2	1,602.2	783.2
CHC/HC's	251.6	257.3	256.2	278.5	302.3
Total Southwest Network	2,704.3	2,598.1	2,460.4	1,880.7	1,085.5
RLANRC	1,199.4	1,217.2	1,158.1	1,216.7	1,295.3
Valley Care Network San Fernando Valley					
OV/UCLA	1,728.5	1,800.1	1,860.7	1,985.4	2,039.2
CHC/HC's	259.2	256.0	267.0	262.6	277.8
Subtotal San Fernando Valley Antelope Valley	1,987.7	2,056.1	2,127.7	2,248.0	2,317.1
HDHS	328.0	346.8	328.2	345.8	352.8
HC's	88.3	81.6	116.2	119.0	113.0
AVRC (5)	81.4	82.4	80.5	N/A	N/A
Subtotal Antelope Valley	497.7	510.8	524.9	464.8	465.7
Total Valley Care Network	2,485.4	2,566.9	2,652.6	2,712.7	2,782.8
Enterprise Funds					
Hospitals	14,373.9	14,474.5	14,560.4	14,702.3	13,735.1
MACC/CHCs/HCs	1,789.8	1,786.3	1,824.8	1,896.1	2,733.4
AVRC (5)	81.4	82.4	80.5	N/A	N/A
Total Enterprise Funds	16,245.1	16,343.2	16,465.7	16,598.4	16,468.5
Public Health Programs & Services (5)				
AIDS	174.1	185.4	189.6	N/A	N/A
A&D	185.8	185.8	177.3	N/A	N/A
CMS	712.4	730.6	749.5	N/A	N/A
PH	2,406.1	2,365.1	2,333.0	N/A	N/A
Subtotal PHP&S	3,478.4	3,466.9	3,449.4	0.0	0.0
Administration Summary					
HSA	1,100.0	1,161.0	1,177.1	1,169.0	1,215.6
OMC	99.7	155.7	156.6	167.2	163.4
JCHS	156.3	174.8	194.5	203.5	217.4
Subtotal Admin	1,356.0	1,491.5	1,528.2	1,539.7	1,596.3
Total General Funds	4,834.4	4,958.4	4,977.6	1,539.7	1,596.3
Total Department FTE's	21,079.5	21,301.6	21,443.3	18,138.1	18,064.8

DEPARTMENT OF HEALTH SERVICES WORKLOAD STATISTICS FISCAL YEARS 2003-04 THROUGH 2007-08

FYE Actual Actual Actual Actual (1) (1) (3)(4) (1) 2006-07 2007-08 2003-04 2004-05 2005-06

Footnotes:

n/a = Information not available.

- (1) Source: Verified Workload Report provided by each facility for June 2004 through June 2007.
 High Desert Health System reporting as a MACC for FY 2003-04 and forward.
 (2) Workload statistics report has incorporated the MetroCare Implementation Plan approved by the Board of Supervisors on October 17, 2006. The plan includes the increase of the outpatients visit at MLK and the bed realignments to LAC+USC, H/UCLA, and RLANRC.
 (3) Monthly Workload Report provided by each facility for FY 2007-08 as of December 2007.
- (4) MLK reporting as a MACC for FY 2007-08 and forward.
- (5) The Department of Public Health was formed on July 6, 2006. Workload data from PHP&S budget units and AVRC will no longer be part of the report beginning FY 2006-07.
- (6) Enhanced FTE Position Status Report by Natural Class (Report 5), includes permanent, temporary, and no counts as of December 2007.